



**WORLDWIDE  
FARMER-TO-FARMER PROGRAM**

**Cooperative Agreement FAO-A-00-96-00005-00**

**FINAL REPORT**

**September 30, 1996 – September 29, 2003**

**Submitted to**

**USAID/DCHA/PVC**

**Submitted by**

**Land O'Lakes, Inc.  
International Development Division  
P. O. Box 64406  
St. Paul, MN 55164-0406 U.S.A.**

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**Attachment A: Program Monitoring Tables**

**WORLDWIDE FARMER-TO-FARMER PROGRAM****FAO-A-00-96-00005-00****FINAL REPORT**

Dates of project: September 30, 1996 – September 29, 2003

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Contact Information: William Bullock, Project Officer  
International Development Division  
Land O'Lakes, Inc.  
P.O. Box 64406  
St. Paul, MN 55164-0406  
phone: (651) 634-4264  
e-mail: [wbullock@landolakes.com](mailto:wbullock@landolakes.com)

**1. INTRODUCTION**

The Land O'Lakes Worldwide Farmer-to-Farmer Program (FTF) began as a five-year program funded through USAID/BHR/PVC for \$2,600,000 that extended into a seven-year program funded at a life-of-project level of \$3,842,898. The goal of the Farmer-to-Farmer project was to stimulate economic development in targeted emerging countries around the world. Those countries were originally Philippines, Mexico, and Jamaica. The program evolved to include West Bank, the Republic of South Africa, and Malawi. The program fielded a total of 345 volunteer consultants.

Land O'Lakes worked with two subrecipients on the program. During the first five years of the program, the program worked with the International Indian Treaty Council (IITC). IITC developed access to Mayan communities in rural Chiapas, Oaxaca, and later Tabasco. IITC was also responsible for recruiting volunteers to work on projects in the area. During the final two years of the program, Land O'Lakes worked with the Federation of Southern Cooperatives (FSC), an organization composed of African-American cooperatives in the southern U.S. FSC fielded volunteers to Jamaica.

**2. PROGRAM STRATEGIES*****Local NGOs***

The program started with an innovative approach to collaborate closely with local non-governmental (NGO) entities. This approach was based on the NGOs being responsible for program implementation. This approach was designed to support the USAID

initiative of increasing local engagement, responsibility, and experience in economic development.

This approach worked best in Mexico, where local NGO partners provided access to a network of remote, agriculture-based communities. These NGOs provided ongoing support beyond the work of consultants that brought in other resources and contributed to the success of these communities.

### ***Minority Institutions***

Land O'Lakes also made a priority of engaging minority-based institutions to participate in the program. This is an approach that USAID mandated to all implementers five years later during the extension of the program. Land O'Lakes subcontracted with the International Indian Treaty Council (IITC) and the Federation of Southern Cooperatives (FSC). Under this agreement, IITC recruited 60 volunteers and FSC recruited 16 volunteers.

### ***Non-core Assignments***

Volunteers were designated to work in countries outside of the targeted countries. This was done to respond to demand for consulting assistance. This approach allowed the program to support activities in a number of countries that would not have otherwise received support. It also allowed the Farmer-to-Farmer program to support the work of other Land O'Lakes development programs. This targeted work with other Land O'Lakes development programs proved to be a successful model.

## **3. VOLUNTEER ASSIGNMENT TARGETS**

Due to changes in the focus core countries detailed later in this report, the original targets for core countries were for a longer time period of activity than actually occurred. For those countries where the status of the country changed (Philippines, West Bank, South Africa), results varied greatly from 22 assignments behind the original target to 24 assignments over the original target. For those countries where the status of the country did not change (Mexico and Jamaica), the program was essentially on target, overfilling targets by four volunteers. Overall, the program concluded seven years of activity by exceeding targets for volunteer consultants by 12 volunteers.

## **4. TARGET COUNTRIES**

### ***MEXICO***

The program concluded successful work through our local partnering organizations, ATCO and DANA, in Mexico. These organizations target rural Mayan communities in southeastern Mexico. The absence of market linkages for their produce limited the income producers were able to earn through their agricultural activities. Over the course of the last seven years, these communities have established cooperatives. They run value-added processing centers and have the capacity now to direct market their product.

This includes sustained international marketing of their value-added produce. This has resulted in significant increased income for producers.

Both partnering organizations, ATCO and DANA, will continue to provide services to the rural communities they have targeted throughout the program. DANA was an established NGO at the beginning of the program. They have been able to expand the services they provided to their constituency through their collaboration on the program. DANA will continue to support development and organize innovative support for Mayan producers in Chiapas.

ATCO was formed to implement the program in Tabasco. One of the successes of this program is that ATCO has progressed to an organization that will continue to operate after the close of the program. They have been able to diversify their funding sources, including receiving financial support from the producers they assist.

### ***CARIBBEAN***

Program activities began targeting agriculture finance in collaboration with the Jamaica Agricultural Development Foundation (JADF). This was a foundation that Land O'Lakes assisted in establishing in the early 1980s through a USDA commodity program. The program was designed to provide technical assistance in coordination with funds from JADF. Unfortunately, an economic downturn in Jamaica caused JADF to discontinue their lending services, restructure, and forced the program to establish a new implementation model.

The program was reorganized to work through a Land O'Lakes/Jamaica office and target direct marketing of value-added produce from hillside producers to premium markets. The program also supported USAID Mission strategic objectives in environmental protection and at-risk sectors of society. The program was able to assist numerous producers and producer groups increase their income through improved marketing of products, particularly to the tourist industry.

### ***PHILIPPINES***

The program focus in the Philippines was to develop the small producer livestock industry in Mindanao. The local implementing partner was the Federation of Cattle Raisers' Federation of the Philippines (FCRAP). An internal evaluation determined that the small producer livestock industry, particularly in cattle, had obstacles to profitability that technical assistance alone could not address. The program was relocated to West Bank, where it was better able to align with local and international initiative to achieve measurable impact.

### ***WEST BANK***

The target country was moved from Philippines to West Bank. This was done to address a need for technical assistance identified by the Land O'Lakes office in West Bank. With the peace initiative, many Palestinians were returning and investing their money in food processing in the West Bank. The program was able to build on a network the existing dairy development program had built throughout the West Bank. The program was very

successful providing technical assistance to support this investment. Unfortunately, with the outbreak of violence, the program was forced to relocate.

### ***SOUTH AFRICA***

The program began operations in South Africa during the extension phase of the program. The program targeted increasing rural income and job creation in the livestock sector by linking emerging farmers with the commercial agriculture sector. The program was able to successfully provide technical assistance to numerous groups and assist them in accessing the commercial market. Best results were achieved where the program was able to work in coordination with other development programs.

The South Africa Program is working in conjunction with another program Land O'Lakes is implementing. This program is establishing a cheese processing plant, funded through the USAID Mission. Through the extensive work of Farmer-to-Farmer volunteers throughout the Eastern Cape with previously disadvantaged emerging livestock farmers, an agribusiness was identified for this program. Farmer-to-Farmer volunteers worked in a number of areas to strengthen this organization and build its capacity.

### ***MALAWI***

The Malawi program built on the approach of aligning the program with other Land O'Lakes development programs. The program in Malawi worked through the existing Land O'Lakes office. This office is engaged in a dairy development program. Volunteer work has allowed us to address some of the fundamental issues Malawi is struggling with due to poverty and an ongoing regional drought. Assignments have been key in the survival of a number of producer groups with which Land O'Lakes works. In addition, important work has been done in developing feed for dairy cattle. This work is contributing to addressing malnutrition in both cattle and humans.

## 5. SUMMARY OF PROGRAM PROGRESS

Below is a country-by-country description of progress towards the project end results.

### MEXICO

Results Planned:	Progress:
<p><b>Micro-Enterprise Development</b></p> <p>❑ At least three (3) member-driven organizations will increase total sales revenues by at least twenty (20) percent by the end of the program.</p> <p><i>Results in this area exceed targets. Thirteen (13) member-driven organizations increased their total sales revenues by 40% and higher.</i></p> <p>❑ At least ten (10) new market linkages will be established that buy directly from participating Mayan communities.</p> <p><i>The program has exceeded this target. Sixteen (16) new market linkages were established that buy directly from participating Mayan communities.</i></p>	<p><b>77 assignments have focused on Micro Enterprise Development</b></p> <p><i>Three indigenous groups have increased the sale price of their rice by 275%, from 2 pesos to 5.50 pesos, through value-added processing</i></p> <p><i>Four member-driven organizations increased cocoa revenue through value-added marketing. This meets the result of at least a 20% increase in total sales revenues.</i></p> <ul style="list-style-type: none"> <li>4 cocoa value-added marketing associations have increased cocoa revenue 180% from a low of \$795/ton received in 1998 at the beginning of the program through higher price for value-added product (\$2,227/ton in 2002). The total value of increased income and leveraged funds over the life of the program to date are estimated at \$1,388,760</li> <li></li> </ul> <p><i>Four indigenous groups have set up four new market linkages with companies that will buy their cocoa directly.</i></p> <ul style="list-style-type: none"> <li>A total of 4 new marketing linkages have been established by 4 cocoa value-added marketing associations selling to Nestle, Corona and Alpici. These new market connections have contributed to the ongoing impact for participating groups.</li> </ul> <p><i>One member-driven organization has set up three new market linkages with companies that will buy their coffee directly and has increased their revenue by more than 20%</i></p> <ol style="list-style-type: none"> <li>Mut Vits Specialty Coffee roasted, packaged and sold to the local markets under the Mut Vits brand. Approximately 9,000 pounds of the current harvest is being roasted, packaged and sold in the markets in and around San Cristobal. <b>\$11,250.00 in new profit</b></li> <li>Mut Vits Coffee Pergamino Sales to the regional and national markets. Pergamino is coffee that has been washed, dried and bagged but has not been processed for export in green bean form. From the current harvest, Mut Vits is selling 120,000 pounds of Pergamino coffee to local, regional and national buyers. <b>\$6,000.00 in new profit</b></li> </ol>

	<p>3. Mut Vits Specialty Coffee Sales for Export in green bean form. Mut Vits sold 114,000 pounds (three containers) of coffee from this season harvest to Specialty Coffee buyers in Europe and the United States. <b>\$69,540.00 in new profit</b></p> <p><b><i>One member group, Rio Florido, has established two new high-value market linkages for their organic wheat</i></b></p>
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## JAMAICA/WINDWARD ISLANDS

Results Planned	Progress: (assignment numbers reference assignments conducted since the program developed new targets in FY 2000)
<p><b>Increase in Sales to Premium Markets</b></p> <p>❑ <b>At least one (1) organization exporting produce on a regular basis.</b>  <i>The program did not meet this target. The Garlands' Farmers' Association is on the path to developing the capacity to access international markets. The infrastructure has been developed. It will take them time to develop their business skills to the international level to best use this infrastructure.</i></p> <p>❑ <b>Increased income for at least fifty (50) producers of alternative crops through direct marketing of value-added products.</b>  <i>25 producers have achieved increased income through direct marketing of produce. While the program worked with an additional 35 producers to increase their income through program assistance, unfortunately, accurate financial information was not available on the remaining farmers.</i></p> <p>❑ <b>At least five (5) associations with increased income through expanded market share of value-added products.</b>  <i>The program did not meet this target. Three associations developed increased market share. Successful business oriented agriculture associations are rare in Jamaica. Given the resources necessary to develop the three targeted groups, the program was unable to identify an additional two associations.</i></p>	<p><b>61 assignments have focused on increase in sales to premium markets</b></p> <p><b>One organization is building the infrastructure to have the capacity to direct export nontraditional crops from Jamaica to overseas ethnic markets in North America and England:</b></p> <ul style="list-style-type: none"> <li>Farmer-to-Farmer assisted Garlands' Farmers Association in accessing funds from Agriculture Services and Support Program for the establishment of cold storage and a packaging building.</li> </ul> <p><b>Twenty-five (25) producers (Santoy &amp; Garlands) direct marketing fresh fruits and vegetables to the hotel sector:</b></p> <ul style="list-style-type: none"> <li>Farmer-to-Farmer developed grant funding of \$34,275 USD for packaging, grading and cold storage facilities. These facilities will allow the Garland Group to better supply the hotel industry in Montego Bay. Sales have increased for the group 64% from March 2001 at \$2,168 USD to May 2002 at \$3,560 USD.</li> <li>Santoy Farmers Association has introduced a grading system for produce, which has led to occasional increased profits due to high quality. Accurate figures are not available on the increased in income at this time.</li> </ul> <p><b>One umbrella association consisting of twelve smaller associations will be able to market HACCP-certified honey through FTF assistance:</b></p> <ul style="list-style-type: none"> <li>With the establishment of a honey bottling plant now under construction, up to 1,260 members of the All Island Bee Farmers Association will be able to increase income through the expanded market share of their value-added product.</li> <li>Farmer-to-Farmer developed grant funding of \$34,275 USD for packaging, grading and cold storage facilities. These facilities will allow the</li> </ul>

Results Planned	Progress: (assignment numbers reference assignments conducted since the program developed new targets in FY 2000)
<p>❑ <b>(2) Associations and (2) private farms with increased sales to premium markets</b>  <i>This goal has been achieved. Two private farms have met this criteria and two associations.</i></p> <p>❑ <b>At least five (5) agriculture organizations initiate export of produce on a regular basis.</b>  <i>This target will not be met. The sophistication of the infrastructure and business systems necessary to develop export sales demanded more resources and time than the program was able to provide. The program did assisted a number of processing plants targeting export sales, improve operations. Sufficient time has not passed to evaluate the effect of this work on their export sales.</i></p>	<p>Garland Group to better supply the hotel industry in Montego Bay. Sales have increased for the group 64% from March 2001 at \$2,168 USD to May 2002 at \$3,560 USD.</p> <ul style="list-style-type: none"> <li>• Santoy Farmers Association introducing a grading system for produce has led to occasional increased profits due to high quality. Accurate figures are not available on the increased in income at this time.</li> </ul> <p><b>Two associations with direct sales to premium Jamaican markets.</b></p> <ul style="list-style-type: none"> <li>• Farmer-to-Farmer developed grant funding of \$34,275 USD for packaging, grading and cold storage facilities. These facilities will allow the Garland Group to better supply the hotel industry in Montego Bay. Sales have increased for the group 64% from March 2001 at \$2,168 USD to May 2002 at \$3,560 USD.</li> <li>• Santoy Farmers Association introducing a grading system for produce has led to occasional increased profits due to high quality. Accurate figures are not available</li> </ul> <p><b>Two private small farms with direct sales to premium Jamaican markets</b></p> <ul style="list-style-type: none"> <li>• An increase of 564% in revenue through increasing sales from \$184.10 USD to \$1,222.52 USD through the development of a marketing proposal identifying 4 new agro-processing markets for Richard Thomas farm.</li> <li>• Increased direct sales, and decreased costs through improved production methods has resulted in an increase of 100% in net revenue for Leighton Smith Fish Farms from average monthly production of \$530 USD per pond to an average of \$1,060 USD per month per pond.</li> </ul> <p><b>Two agro-processors are preparing for FDA HACCP inspection to direct export ackee to the premium ethnic market in the United States:</b></p> <ul style="list-style-type: none"> <li>• Southern Fruits and Food Processors (JEA &amp; JAPA member)</li> <li>• Port Morant Processors (JEA &amp; JAPA member)</li> </ul>
<p><b>Improving Environmental Protection:</b></p> <p>❑ <b>Establishment of the regular marketing of environmentally friendly produced commodities from at least two (2) associations.</b></p>	<p><b>10 assignments focused on improving environmental protection</b></p> <p><b>One informal cooperative utilizing organic techniques and an environmentally friendly drip irrigation method to irrigate crops:</b></p>

Results Planned	Progress: (assignment numbers reference assignments conducted since the program developed new targets in FY 2000)
<p><i>The program will not meet this target. There is not a strong local market for environmentally friendly produce.</i></p> <p>❑ <b>At least three (3) sustainable agriculture training modules developed and dissemination through collaboration with associations.</b></p> <p><i>The program will not be able to meet this target. Land O'Lakes has not been able to identify the proper host/partner for this assignment.</i></p> <p>❑ <b>At least fifteen (15) percent of association members adopting these environmentally friendly practices.</b></p> <p><i>This target was based on the development of training modules. The program will not be able to meet this target, as training modules were not developed. Technical assistance in environmentally friendly practices has been provided. While adoption of at least one environmentally friendly practice exceeds 15% of the producers with whom we work, it was not done through the creation of training modules.</i></p>	<ul style="list-style-type: none"> <li>Eastman Organic Farm expanded production and marketing of organic produce through adoption of environmentally friendly irrigation methods.</li> </ul> <p><b>Two associations and one Boys Home utilizing environmentally friendly production methods that occurred outside of the proposed manuals:</b></p> <ul style="list-style-type: none"> <li>Farmer-to-Farmer developed grant funding of \$30,548 USD for an environmentally friendly drip irrigation system for Garland's Group. This stopped the group's original plans, which would have cemented an existing natural spring.</li> <li>Trained 18 youth and one instructor at the Muirton Boys Home in erosion prevention through tree planting for agro-forestry hardwood project.</li> <li>Santoy Farmers Association is utilizing green manure methods and beer bait for slugs. Santoy was also sensitized to organic agriculture, which led to utilization of IPM in their group plot of 8 hectares.</li> </ul>
<p><b>Support for the At-Risk Sectors of Jamaican Agriculture</b></p> <p>❑ <b>Membership of youth increases by ten (10) percent in three (3) producers' associations</b></p> <p><i>The program will not achieve this target. While we do work with producer associations with a significant percentage of youth membership, these associations have not experienced an increase in overall membership of 10%.</i></p> <p>❑ <b>Increased profits for five (5) women-led/owned organizations.</b></p> <p><i>This target was not reached. One organization has achieved this target. The additional 5 organizations that have received volunteers have not reported impact by the close of the program.</i></p>	<p><b>13 assignments have focused on support for the at-risk sectors of Jamaican Agriculture</b></p> <p><b>Work has been conducted with youth populations but no increase has taken place:</b></p> <ul style="list-style-type: none"> <li>Working with 3 Jamaican producer associations with significant youth membership.</li> <li>Working with Garland Farmers groups, of which of one-third, 4 of 12 members, are youth producers.</li> <li>Trained 18 youth and one instructor at the Muirton Boys Home in erosion prevention through tree planting for agro-forestry hardwood project.</li> </ul> <p><b>Work with 5 women-led/owned enterprises has been conducted/ impact on four of these assignments is yet to be assessed:</b></p> <ul style="list-style-type: none"> <li>Increased profits for the woman owned and managed R&amp;D Nursery through the reduction of irrigation costs from \$1,104 USD/month to insignificant monthly costs through a \$400 USD investment in irrigation infrastructure.</li> </ul>

## SOUTH AFRICA

Results Planned:	Progress:
<p><b>Sustainable Increase in Rural Household Income</b></p> <p>❑ Assistance is delivered to at least 500 small producers through collaboration with producer organizations will generate at least a five (5) percent increase in household incomes.</p> <p><i>This target has been achieved. Results have far exceeded five (5) percent for the groups reached, and the program has been able to reach over 1,000 small producers.</i></p> <p><i>Due to the level of personal accounting and the diverse and inconsistent nature of rural household income, accurate information is not available. Estimated rural household income is based on the minimum agricultural wage, assuming two working adults per household. Indications are that this estimation is higher than the average.</i></p>	<p><b>38 assignments have focused on sustainable increase in rural household income</b></p> <p><b>Seven (7) beneficiaries increase household income by 24%</b></p> <ul style="list-style-type: none"> <li>Ikhwezi Farm generated increased revenue and increased salaries totaling \$3,320. This increase in revenue and salaries represents a 24% increase in estimated household income over a 12-month period for the farm's 7 beneficiaries.</li> </ul> <p><b>Seven (7) beneficiaries increase household income by 92%</b></p> <ul style="list-style-type: none"> <li>Masakhane Farm generated \$5,088 in new revenue and leveraged \$7,500 in grants through the improvement of dairy production. This increase in revenue and assets represents a 92% increase in estimated household income over a 12-month period for the farm's 7 beneficiaries.</li> </ul> <p><b>Fifty (50) beneficiaries increase household incomes by 66%.</b></p> <ul style="list-style-type: none"> <li>Zama Ukuphila Trust generated \$28,280 of new revenue and leveraged grants through the establishment of a goat milk production operation and \$36,344 in new revenue and leveraged grants through the establishment of a poultry production and processing facility. This increase in revenue and assets represents a 66% increase in estimated household income over a 12-month period for the Trust's 50 beneficiaries.</li> </ul> <p><b>1,120 beneficiaries have increased their incomes by 150%</b></p> <ul style="list-style-type: none"> <li>The Ncora Irrigation Scheme has generated \$533,000 in additional revenue and \$1,000,000 in grants with the help of FtF intervention. In addition the bakery business has tripled its revenues to \$350,000.</li> </ul>
<p><b>Linkages between Subsistence Agriculture Sector and Commercial Agriculture Sector</b></p> <p>❑ At least one hundred (100) livestock producers with fattening operations develop beneficial links to slaughterhouses and increase household incomes by twenty-five (25) percent.</p> <p><i>This target has been achieved. 50 households (an estimated 100 beneficiaries) have achieved an increase in household income of 37%</i></p> <p><i>Initial impact indications with 50 producers showed the development of commercial</i></p>	<p><b>22 assignments have focused on linkages between subsistence agriculture sector and commercial agriculture sector</b></p> <p><b>One trust with fifty (50) beneficiaries developed integrated production and processing facilities. This increased revenue and developed beneficial linkages to a commercial market</b></p> <ul style="list-style-type: none"> <li>Zama Ukuphila Trust generated \$19,219 in new revenue through the establishment of a poultry production and processing operation. The production facility was able to use their new technical knowledge in this field to leverage \$17,125 from government sources to establish</li> </ul>

Results Planned:	Progress:
<p><i>connections between fattening operations and slaughterhouses that will amount to a more than 25% increase in household income. Unfortunately, accurate data on the impact of these connections is unavailable.</i></p> <p>❑ <b>At least four (4) SME integrate marketing strategies for niche products and increase domestic and export sales by at least twenty (20) percent.</b></p> <p><i>This target has not been achieved. Only three groups were assisted in expanding their sales by 20%.</i></p> <p>❑ <b>At least sixty (60) dairy producers begin selling milk directly to small processors and increase household incomes by at least thirty (30) percent.</b></p> <p><i>The program has achieved this target. 64 beneficiaries (Masakhane, Zama Kuphila, and Ikwezi) marketed their milk through small processors and increased household income by 29% for Zama Kuphila, 92% for Masakhane, and 24% for Izwezi</i></p>	<p>production and processing facilities. The Trust has 50 beneficiaries. This increase in revenue and assets represents a 37% increase in estimated household income over a 12- month period for 50 households.</p> <p><b>One SME integrated production modifications and leveraged a South African government grant to improve production. This increase sales and better serve a commercial market.</b></p> <ul style="list-style-type: none"> <li>Masakhane farm increased its milk production, revenue and assets. Their demonstrated knowledge of production issues leveraged \$7,500 for pasture improvement from the provincial government. The farm's ability to meet commercial purchaser demands resulted in an overall increase in revenue of \$5088. This increased household income for the farm's 7 beneficiaries an estimated 92%.</li> </ul> <p><b>One producer group with 50 beneficiaries begins selling milk directly to small processors and increase household incomes by 29%.</b></p> <ul style="list-style-type: none"> <li>Zama Ukuphila Trust generated \$10,780 of new revenue through the establishment of a goat milk production operation. The SME was able to use their new technical knowledge in this field to leverage \$17,500 from the provincial department of agriculture to establish a milking parlor and animal barn. The Trust has 50 beneficiaries. This increase in revenue and assets represents a 29% increase in estimated household income over a 12 month period for 50 households.</li> </ul>
<p><b>Job Creation</b></p> <p>❑ More than seventy-five (75) employment opportunities will be created through the combined impacts listed above.</p> <p><i>The minimum agricultural wage set by the South African Government is 650 Rand. At 8 Rand to 1 USD this is \$81.25 a month and \$975 per year. Employment opportunities are determined by dividing increased revenue and assets by the yearly minimum agricultural wage.</i></p> <p><i>This target was achieved. 658 employment opportunities were created.</i></p>	<p><b>38 assignments focus on job creation.</b></p> <p><b>One SME created new employment opportunities through increased revenue and assets.</b></p> <ul style="list-style-type: none"> <li>Masakhane farm, through increased milk revenue and leveraged grants, increased revenue and assets by \$12,588. This is the equivalent of 12.9 minimum yearly agriculture wages.</li> </ul> <p><b>Two producer groups created new employment opportunities through increased revenue and assets.</b></p> <ul style="list-style-type: none"> <li>Zama Ukuphila Trust generated a total of \$28,280 of new revenue and increased assets through the establishment of a goat milk production operation and \$36,344 of new revenue and increased assets through the establishment of a poultry production/processing operation. This is the equivalent of 66 minimum yearly agriculture wages.</li> </ul>

Results Planned:	Progress:
	<ul style="list-style-type: none"> <li>Ncora Irrigation Scheme has generated a total of \$2,609,666 in new revenues and grants. This has provided (to date) 580 new jobs and over \$1,500,000 in new assets that will continue to provide new job opportunities.</li> </ul>

## MALAWI

Results Planned:	Progress:
<p><b>Sustainable Increases in Agricultural Income on Per Capita Base</b></p> <ul style="list-style-type: none"> <li>Productivity improvements on at least three (3) larger-scale dairy farms generate a ten (10) percent increase in profit margins on raw milk sales.</li> <li>At least four (4) dairy processors introduce new products/packaging into the local market;</li> <li>Participating processors, at least six (6), improve operating capacities and cost management leading to fifteen (15) percent increases in year-end profit margins.</li> <li>Improved member services increases membership and income to a break-even level of at least three (3) producer organizations.</li> </ul> <p><i>The program will not achieve these targets. Feed trials have been conducted, but not spread to other producers.</i></p>	<p><b>15 assignments have focused on sustainable increases in agricultural income on per capita base</b></p> <p><b>Over 120 new members have been accepted into the three milk bulking groups.</b></p> <ul style="list-style-type: none"> <li>This is equivalent to 120 new rural jobs and \$96,000 annual income.</li> </ul> <p><b>Three (3) producer organizations have been trained on the producing and distribution of nutritional supplements</b></p> <ul style="list-style-type: none"> <li>This will provide a significant source of revenue for producer groups, though it is too early to determine its true impact.</li> </ul>
<p><b>Health/Nutrition Improvement</b></p> <ul style="list-style-type: none"> <li>Nutritional outreach campaigns and support to women, children and orphans is undertaken by at least two (2) industry associations.</li> </ul> <p><i>The program has not been involved in education campaigns and will not achieve this target.</i></p>	

## 6. **VOLUNTEER NUMBERS**

<b>Country</b>	<b>7-Year Program</b>		<b>Difference</b>
	<b>Plan</b>	<b>Completed</b>	
Mexico	80	77	- 3
Caribbean	115	122	+ 7
Philippines*	75	51	- 24
West Bank**	0	12	+ 12
Southern Africa***	36	58	+ 22
Non-core	27	25	- 2
<b>Total</b>	<b>333</b>	<b>345</b>	<b>+12</b>

\* Because the program has been relocated from Philippines, no further assignments are being done in this area.

\*\* West Bank was not in the original proposal and due to violence is no longer receiving volunteers.

\*\*\* Fifteen (15) assignments were retargeted from West Bank to Southern Africa with the outbreak of violence there. These assignments were conducted in 2001. They were not in the original proposal and occurred prior to the extension.

## 7. **PUBLIC OUTREACH**

Land O'Lakes conducts public outreach on a regular basis, through the cooperative's annual meeting, presentations to cooperative employees, members, and institutions in our community. We also provide media outreach through a newsletter and the International Division website, as well as discussions on the radio and television.

The approach Land O'Lakes has used in gathering information on volunteer public outreach has evolved over time. Initially volunteers were informed during briefings and debriefings about the importance of using their Farmer-to-Farmer experience to educate their communities about different cultures and economic environments. Information was gathered prior to reporting to USAID through a phone survey of volunteers.

Following the Land O'Lakes internal evaluation, the program further emphasized the importance of U.S. outreach by making it a requirement included on the agreement each volunteer signs and requesting information on the reports that each volunteer submits following their assignment.

Following the USAID evaluation, the program sent out a mailing to all program volunteers. It was discovered that there was considerably more outreach being conducted by volunteers than the program was capturing. The volunteer survey now allows the program to capture more information on the outreach volunteers are doing, while also capturing information on the resources they have leveraged in the U.S. and identifying the next opportunity they will be available to volunteer.

Recent outreach includes two professors from the University of Maryland Eastern Shore who conducted assignments in Jamaica. They are incorporating their experience into their teaching curriculum and the extension work they do with producers in Maryland. These efforts will share their Farmer-to-Farmer experience with thousands of people in Maryland and the area.

Descriptions of two instances of public outreach follow.

**Board Member Speaks at National Press Club on Volunteers for Prosperity**

“Global leaders may sit around tables and discuss peace, but farmers helping farmers will build peace, because people know that peace doesn't have a chance in a country where people are hungry.” That was Pete Kappelman’s message September 29, 2003, at the National Press Club in our nation’s capital during a press conference regarding the U.S. Agency for International Development’s (USAID) Volunteers for Prosperity program.

Kappelman, a dairy producer from Two Rivers, Wisconsin, and Vice Chair of the Land O'Lakes Board of Directors, discussed his trip to Malawi in sub-Saharan Africa, where he worked on a USAID-funded project designed to foster individual family dairy production and the cooperative marketing of their milk as a means to provide better nutrition for their families, and stimulate economic development for their communities.

“The Volunteers for Prosperity initiative will allow Americans to play an expanded role in assisting people in developing countries and give Land O'Lakes the opportunity to send more of its farmers and employees on volunteer assignments that build the food-producing capacities of those nations,” Kappelman said. “Volunteers for Prosperity is a vehicle for practical action. It facilitates the opportunity for concerned and dedicated American professionals to help meet people's basic needs and lay the foundation required for peace to exist.”

Established in May by President George W. Bush, Volunteers for Prosperity is a new volunteer-based initiative designed to support major U.S. development initiatives overseas using the talents of highly skilled Americans who work with U.S. organizations helping to promote health and generate prosperity in countries around the world.

### **Bereuter and Capitol Hill Outreach Activities for Nebraska Volunteers**

**Date:** April 30 – May 1, 2003

**Location:** Washington, D.C.

**Participants:**

<b>Name</b>	<b>Volunteered In</b>
Elvis "Short" Heinrichs	Nigeria- Integrated Pest Management
Connie Reimers-Hild	Nigeria- Integrated Pest Management
Tina Mary Powers	Russia- Bakery Improvements
Rodney Matlock	Russia- Harvesting Technologies

Four Farmer-to-Farmer volunteers recruited and fielded through the Land O'Lakes program attended the induction ceremony and dinner for Congressman Doug Bereuter. Congressman Bereuter, a Representative from Nebraska, was instrumental in the creation of the Farmer-to-Farmer Program. On April 30, 2003, Congressman Bereuter was inducted into the Cooperative Hall of Fame at the National Press Club. Land O'Lakes invited volunteers from his home state to Washington, D.C., to show their appreciation and support for a fellow Nebraskan as this prestigious honor was bestowed upon him.

In addition, Land O'Lakes organized an opportunity for these individuals to meet with their members of Congress to speak about their experiences as Farmer-to-Farmer volunteers. On Thursday, May 1, the volunteers shared their travels with the following representatives and their legislative staffs:

- 1) Representative Terry
- 2) Representative Osborne
- 3) Senator Hagel
- 4) Representative Bereuter
- 5) Senator Nelson

This event was also attended by the following Land O'Lakes International Development Staff: Tom Verdoorn, Will Bullock, Kristin Penn, Anne Cullen, Laura Berdan, Rob Nooter, and Steve Krikava (Land O'Lakes Public Affairs).

## **Attachment A**

### **PROGRAM MONITORING TABLES**

**FTF VOLUNTEERS****Number of volunteers and assignments for all countries**

	Cumulative # of Volunteers	Volunteer Assignments	Host Country Beneficiaries	
			Primary	Secondary
<b>FY 1997</b> Oct. 1, 1996-Sept. 30, 1997	17	20	1,081	13,810
<b>FY 1998</b> Oct. 1, 1997-Sept. 30, 1998	36	54	1,045	37,200
<b>FY 1999</b> Oct. 1, 1998-Sept. 30, 1999	29	40	1,273	51,030
<b>FY 2000</b> Oct. 1, 1999-Sept. 30, 2000	24	45	778	50,490
<b>FY 2001</b> Oct. 1, 2000-Sept. 30, 2001	47	75	3,946	104,898
<b>FY 2002</b> Oct. 1, 2001-Sept. 30, 2002	29	38	2,860	45,400
<b>FY 2003</b> Oct. 1, 2002-Sept. 30, 2003	39	73	5,790	27,900
<b>LOP</b>	<b>221</b>	<b>345</b>	<b>16,773</b>	<b>330,728</b>

**Cumulative Number of Volunteers and Assignments by U.S. State of Origin**

		Cumulative Number of Volunteers						Cumulative Number of Volunteer Assignments					
		Previous Total		This Period		New Total		Previous Total		This Period		New Total	
Regions	States	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Northeast													
	Connecticut		1				1		1				1
	Delaware												
	Maine		1	1		1	1		1	1		1	1
	Maryland	2				2		5				5	
	Massachusetts	1				1		1				1	
	New Hampshire												
	New Jersey	3			1	3	1	3			1	3	1
	New York	2				2		2				2	
	Pennsylvania	2	1	1		3	1	3	1	1		4	1
	Rhode Island												
	Vermont	3	1		1	3	2	3	1		1	3	2
	Washington, DC	2	2			2	2	4	2			4	2
	Subtotal	15	6	2	2	17	8	21	6	2	2	23	8
Southeast													
	Alabama	1				1		1				1	
	Arkansas												
	Florida	4				4		5				5	
	Georgia	1		1		2		1		1		2	
	Kentucky												
	Louisiana												
	Mississippi			1		1				1		1	
	North Carolina												
	South Carolina												
	Tennessee												
	Virginia	1	1	1		2	1	1	1	1		2	1
	West Virginia												
	Subtotal	7	1	3	0	10	1	8	1	3	0	11	1
Midwest													
	Illinois	1				1		1				1	
	Indiana												
	Iowa	3		1		4		3		1		4	
	Kansas			2		2				2		2	
	Missouri	1				1		2				2	
	Nebraska	2		1		3		4		1		5	
	Ohio		1				1		1				1
	Subtotal	7	1	4	0	11	1	10	1	4	0	14	1

**Cumulative Number of Volunteers and Assignments by U.S. State of Origin (Cont.)**

		Cumulative Number of Volunteers						Cumulative Number of Volunteer Assignments					
		Previous Total		This Period		New Total		Previous Total		This Period		New Total	
Regions	States	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Upper Midwest													
	Michigan	3				3		6				6	
	Minnesota	21	5		1	21	6	24	5	2	1	26	6
	North Dakota		1				1		1				1
	South Dakota	1				1		1		1		2	
	Wisconsin	5	1	2		7	1	6	2	2		8	2
	Subtotal	30	7	2	1	32	8	37	8	5	1	42	9
Rocky Mountain													
	Colorado	6	2			6	2	7	2			7	2
	Idaho	2				2		2				2	
	Montana												
	Utah												
	Wyoming	1				1		2				2	
	Subtotal	9	2	0	0	9	2	11	2	0	0	11	2
West Coast													
	Alaska	1				1		1				1	
	Hawaii	2				2		2				2	
	California	2	2			2	2	6	4			6	4
	Oregon	5	1			5	1	5	1	1		6	1
	Washington												
	Subtotal	10	3	0	0	10	3	14	5	1	0	15	5
Southwest													
	Arizona												
	Nevada												
	New Mexico	4	2			4	2	6	2			6	2
	Oklahoma												
	Texas												
	Subtotal	4	2	0	0	4	2	6	2	0	0	6	2
Other	Mexico	2				2		3				3	
	Puerto Rico	1				1		1				1	
	Holland	1				1		3				3	
	US Virgin Islands	1				1		1				1	
	Jamaica		1				1		2				2
	Subtotal	5	1	0	0	5	1	8	2	0	0	8	2
	TOTAL	127	35	33	6	180	41	228	45	67	5	295	50

**Annual Volunteer Inputs**

	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	<b>LOP</b>
Total cumulative number of volunteers	17	36	29	24	47	29	39	<b>221</b>
<b>Volunteers by Type of Organization</b>								
Private Enterprise	3	6	5	3	5	7	19	<b>48</b>
Organizations and NGOs	14	30	24	21	37	22	19	<b>167</b>
Credit and Finance					1		1	<b>2</b>
Male	18	27	24	19	13	25	33	<b>159</b>
Female		9	5	5	12	4	6	<b>41</b>
Annual number of international FTF trips	20	22	38	35	66	37	58	<b>276</b>
Annual average cost per volunteer day	\$817	\$591	\$938	\$734	\$444	\$742	\$851	<b>\$732</b>
Annual estimate value of FTF volunteer Professional time	\$63,000	\$183,000	\$158,500	\$156,635	\$341,370	\$117,500	\$347,530	<b>\$1,367,535</b>

**Annual Volunteer Outputs**

	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	<b>LOP</b>
Annual estimated value of resources leveraged by the volunteer in the U.S.		\$500	\$219	\$29,065	\$28,122	\$7,065	\$7,245	<b>\$72,216</b>
Annual estimated value of resources leveraged by host in the host country.		\$50		\$7,545	\$34,200	\$43,717	\$58,554	<b>\$144,016</b>
Annual estimated value of resources mobilized by the volunteer and host in host country.				\$220	\$1,397	\$14,885	\$2,456,404	<b>\$2,472,906</b>
Annual total number of direct beneficiaries of FTF assistance.	112	120	150	502	\$1,010	1,064	1,203	<b>4,161</b>
Male	50	90	100	270	702	682	9,87	<b>2,881</b>
Female	62	30	50	46	422	382	216	<b>1,208</b>
Annual total number of persons receiving direct formal training.	1081	1765	1173	407	2,503	2,611	3,131	<b>12,671</b>
Male	416	940	668	317	2,117	1,485	1,548	<b>7,491</b>
Female	665	625	505	90	536	1,126	1,583	<b>5,130</b>
Annual number of Hosts who have participated in U.S.-based training and exchange programs through all sources (e.g., USIA, NET, Cochran, etc.)					1			<b>1</b>

**Hosts****FTF Host Assignments Summary (All Countries)**

<b>FTF Hosts</b>	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>	<b>FY 2000</b>	<b>FY 2001</b>	<b>FY 2002</b>	<b>FY 2003</b>	<b>LOP</b>
A. Hosts with a single FTF assignment.	26	44	3	6	21	23	25	<b>148</b>
B. Hosts with multiple FTF assignments.	0	29	2	15	19	20	54	<b>139</b>
<b>Total number of Hosts</b>	<b>26</b>	<b>73</b>	<b>5</b>	<b>21</b>	<b>40</b>	<b>43</b>	<b>78</b>	<b>286</b>

The results in **Tables V** through **IX** come from hosts who have been surveyed during this reporting period. Field staff usually complete impact surveys 6 to 12 months following the volunteer assignment. The schedule of the impact survey was based upon the expectations of the volunteers.

**Table V. Hosts with Improved Business Operations as a Result of Grantee/Volunteer Assistance**

	<b>FY 2000</b>			<b>FY 2001</b> Hosts Assessed			<b>FY 2002</b>			<b>FY 2003</b>		
<b>FTF Hosts</b>	Hosts Assessed	Hosts Impacted	% of Hosts Impacted	Hosts Assessed	Hosts Impacted	% of Hosts Impacted	Hosts Assessed	Hosts Impacted	% of Host Impacted	Hosts Assessed	Hosts Impacted	% of Host Impacted
A. Number of hosts providing new or improved products and/or services.	9	9	100%	4	4	100%	32	28	88%	37	34	92%
B. Number of hosts with production increases over pre-assignment levels.	6	4	66%	9	9	100%	27	24	88%	27	23	85%
C. Number of hosts with increased business efficiency or resource conservation.	6	4	66%	8	8	100%	28	24	86%	27	26	96%
D. Number of hosts receiving increased revenue/resources through increased sales receipts as a result of grantee/volunteer intervention.	7	6	86%	9	9	100%	21	16	76%	25	20	80%
E. Number of hosts with increased profits.	8	7	88%	14	14	100%	22	17	77%	27	25	93%

Note: Data was collected for this reporting method for only years 2000-2003. Volunteers were not required to conduct an impact survey for years 1997-1999 and so could not be recorded against these specific targets.

**Table VI. FTF Hosts with Improved Organizational Capacity as a Result of Grantee/Volunteer Assistance**

	<b>FY 00</b>			<b>FY 01</b>			<b>FY 02</b>			<b>FY 03</b>		
<b>FTF Hosts</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Host Impacted</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Host Impacted</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Host Impacted</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Host Impacted</b>
A. Number of organizations formed as a result of grantee/volunteer intervention.	2	1	50%	4	4	100%	9	8	100%	11	10	91%
B. Number of hosts using new or improved planning techniques, program methodologies and/or management practices, including the use of a business plan or a strategic plan.	9	9	100%	7	7	100%	28	24	86%	28	28	100%
C. Number of hosts with increased revenue/resources through new grants and/or increased fees.	2	2	100%	0	0	0%	17	15	88%	12	11	92%
D. Number of hosts that have increased their membership as a result of grantee/volunteer interventions.	3	3	100%	1	1	100%	10	9	90%	15	15	100%

**Table VII - FTF Hosts with Improved Services to Membership/Employees as a Result of Grantee/Volunteer Assistance**

	<b>FY 00</b>			<b>FY 01</b>			<b>FY 02</b>			<b>FY 03</b>		
<b>FTF Hosts</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Host Impacted</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Hosts Impacted</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Hosts Impacted</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Hosts Impacted</b>
A. Number of hosts that have successfully intervened on behalf of members with government or business.	1	1	100%	3	3	100%	15	14	93%	18	15	83%
B. Number of hosts with new training courses or new subject matter for courses to use with membership or associates.	0	0	0%	1	1	100%	11	10	91%	18	18	100%
C. Number of hosts with improved training materials and skills.	0	0	0%	0	0	0%	13	12	92%	20	19	95%

Note: Data was collected for this reporting method for only years 2000-2003. Expected impact for years 1997-1999 was not recorded against these specific targets.

**Table VIII - FTF Host with Improved Financial Services to the Agricultural Sector as a Result of Grantee/Volunteer Assistance**

	<b>FY 00</b>			<b>FY 01</b>			<b>FY 02</b>			<b>FY 03</b>		
<b>FTF Hosts</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Hosts Impacted</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Hosts Impacted</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Hosts Impacted</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Hosts Impacted</b>
A. Number of Hosts with an increased number of agricultural related loans	0	0	0%	0	0	0%	2	2	100%	2	2	100%
B. Number of Hosts with loan delinquency rate < 10%	0	0	0%	0	0	0%	1	1	100%	1	1	100%
C. Number of Hosts that provide improved banking services to the agricultural sector												
1. Number of Hosts with an increase in average loan size	0	0	0%	0	0	0%	0	0	0%	0	0	0%
2. Number of Hosts with an increase in Producer Portfolio Value (ag production and processing loans)	0	0	0%	0	0	0%	0	0	0%	3	3	100%
3. Number of Hosts with an increased number of Branches/Groups	0	0	0%	0	0	0%	1	1	100%	2	2	100%
D. Number of Hosts with an increase in Enterprise Portfolio Value (microfinance loans)	0	0	0%	0	0	0%	0	0	0%	1	1	100%

Note: Data was collected for this reporting method for only years 2000-2003. Expected impact for years 1997-1999 was not recorded against these specific targets.

**Table IX - FTF Hosts with Improved Use and/or Protection of the Environment as a Result of Grantee/Volunteer Assistance**

	<b>FY 00</b>			<b>FY 01</b>			<b>FY 02</b>			<b>FY 03</b>		
<b>FTF Hosts</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Hosts Impacted</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Hosts Impacted</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Hosts Impacted</b>	<b>Hosts Assessed</b>	<b>Hosts Impacted</b>	<b>% of Hosts Impacted</b>
A. Number of Hosts adopting one or more practices to improve waste or pollution management.	0	0	0%	0	0	0%	6	6	100%	3	3	100%
B. Number of Hosts adopting one or more practices to improve natural resources management (soil, water, forest, grazing lands, national park land, etc.).	3	3	100%	4	4	100%	12	10	83%	5	4	80%

Note: Data was collected for this reporting method for only years 2000-2003. Expected impact for years 1997-1999 was not recorded against these specific targets.

**FTF PUBLIC OUTREACH**

<b>Indicators</b>	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>	<b>FY 2000</b>	<b>FY 2001</b>	<b>FY 2002</b>	<b>FY 2003</b>	<b>LOP</b>
Number of FTF volunteers who have performed public outreach activities	0	9	12	4	8	7	43	<b>83</b>
Number of Washington visits	0	0	0	0	0	3	5	<b>8</b>
Number of media events and group presentations by FTF implementers	3	6	4	9	4	15	43	<b>84</b>
Number of media events by FTF Volunteers	0	7	2	4	4	17	36	<b>70</b>
Number of Group presentations by FTF volunteers	0	6	12	15	18	38	51	<b>140</b>
Estimated number of people in attendance at group presentations	0	100	37	1,865	2,352	7,021	10,200	<b>21,575</b>
Total number of people contacted by FTF volunteers	100	240	420	4000	8,243	11,285	2,765	<b>27,053</b>